在全世界，在很长一段时间里，他们的故事最励志！

阿里巴巴正传

我们与马云的“一步之遥”

方兴东 刘伟 著



迄今为止关于马云及阿里巴巴历程最权威完整的著作：

阿里上市前的布局，为什么上市要推迟？
微信之于来往的意义，怎样的竞争内幕？
腾讯、百度与阿里的差距，未来BAT的最终格局？
不看好京东模式，为什么京东是悲剧？
马云的格局及人才战略，如何超越谷歌成为全球第一？
神秘的菜鸟网络，马云怎样的大物流布局？
阿里巴巴的全球化，如何农村包围城市，成就102年的伟大公司？

江苏凤凰文艺出版社

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雅虎与阿里巴巴的市值交叉状况

名　称	股价（美元）	市值（亿美元）	重要投资方	备　注
雅　虎	39.6	393	软银	阿里股份占比 15%，马云担任软银董事
阿里巴巴	88.5	2158	雅虎、软银	杨致远担任独立董事

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阿里巴巴与美国巨头经营状况比较

指标 \ 公司	阿里巴巴	Facebook	谷歌	亚马逊	eBay
2013 年营收（亿美元）	84.6	78.7	598.3	744.5	160
2013 年营收增速率	0.52	0.55	0.19	0.22	0.14
用户数（亿）	2.79	13		2.37	1.28
每用户营收（美元）	30.32	2.14		125	314.14
员工数	20884	6337	47756	117300	33500
市值（亿美元）	2310	2002	4013	1502	654.1

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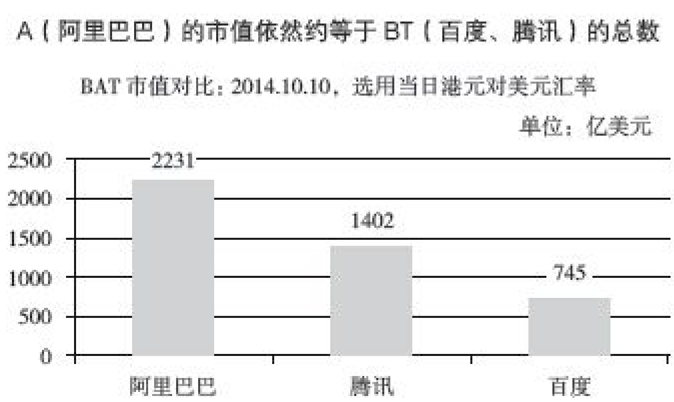
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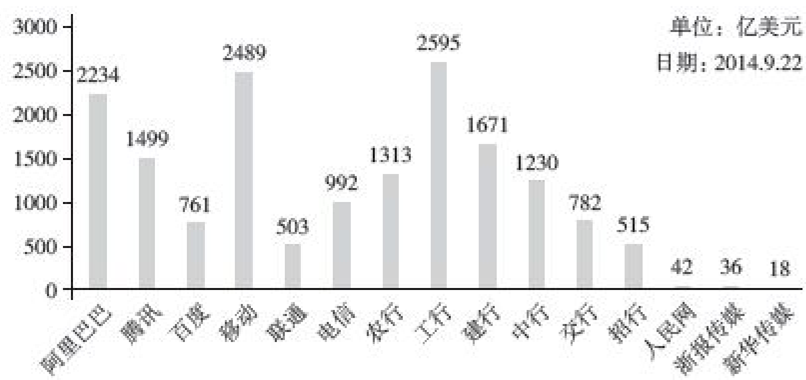
[illegible]2014[illegible]9[illegible]19[illegible]

[illegible]1512[illegible]795[illegible]2307[illegible]389[illegible]6[illegible]116[illegible]20[illegible]10[illegible]231[illegible]

[illegible]2014[illegible]10[illegible]2530[illegible]2360[illegible]2040[illegible]

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中国互联网、通信、银行和媒体主要上市企业市值对比

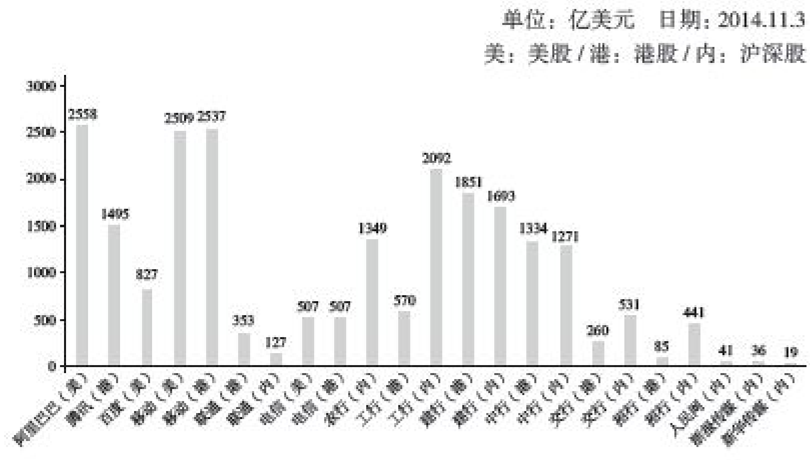


（2014 年 9 月 22 日，阿里市值与国内著名企业比较，还略低于工行和中移动）

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[illegible]“[illegible]”[illegible]3000[illegible]5[illegible]5[illegible]

中国互联网、通信、银行和媒体主要上市企业市值对比



（2014 年 11 月 3 日，阿里市值已经超越工行和中移动）

[illegible]800[illegible]IPO[illegible]

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[illegible]2014[illegible]6[illegible]30[illegible]96[illegible]711[illegible]5556[illegible]2017[illegible]7[illegible]2389[illegible]2014[illegible]6[illegible]30[illegible]1449[illegible]1800[illegible]62.1[illegible]748[illegible]3249[illegible]2389[illegible]5638[illegible]IPO[illegible]370[illegible]1319[illegible]3200[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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2004[illegible]1250[illegible]50[illegible]2005[illegible]Accel Partners[illegible]Facebook[illegible]1270[illegible]1[illegible]90[illegible]1000[illegible]Kleiner Perkins 2004[illegible]

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2007[illegible]11[illegible]6[illegible]B2B[illegible]10[illegible]30[illegible]13.5[illegible]122%[illegible]39.5[illegible]192.59%[illegible]7[illegible]280[illegible]8.59[illegible]50.5[illegible]17%[illegible]13.5[illegible]116[illegible]15[illegible]1.13[illegible]131[illegible]16.95[illegible]2003[illegible]8[illegible]19[illegible]29.3%[illegible]72.8%[illegible]21.33%[illegible]39.5[illegible]1980[illegible]55.45[illegible]2005[illegible]1.8[illegible]8000[illegible]71[illegible]2012[illegible]5[illegible]21[illegible]63[illegible]8[illegible]20%[illegible]28%[illegible]29%[illegible]

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[illegible]2014[illegible]6[illegible]28[illegible]“[illegible]”

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2014[illegible]9[illegible]6[illegible]Facebook[illegible]

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阿里巴巴集团股权结构

日本软银集团	34.4%
雅虎	22.6%
马云	8.9%
蔡崇信	3.6%
陆兆禧、张勇等高管	1%
其他	29.5%

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[illegible]PC[illegible]

[illegible]

[illegible]PC[illegible]

[illegible]10[illegible]10[illegible]20[illegible]2[illegible]5[illegible]1995[illegible]100[illegible]1999[illegible]80[illegible]8000[illegible]300[illegible]

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[illegible]Facebook[illegible]

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1992[illegible]“Hope”[illegible]700[illegible]2000[illegible]1995[illegible]“[illegible]”

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[illegible]“Jack[illegible]”[illegible]“beer”[illegible]“Chinese”[illegible]

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[illegible]chinapages.com[illegible]

1995[illegible]3[illegible]“[illegible]24[illegible]23[illegible]24[illegible]……[illegible]”

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5[illegible]9[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]9[illegible]“[illegible]10[illegible]”

1995[illegible]4[illegible]12[illegible]EMS[illegible]VBN[illegible]2[illegible]“[illegible]

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1995[illegible]7[illegible]

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1995[illegible]7[illegible]“[illegible]”[illegible]

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1996[illegible]1996[illegible]700[illegible]

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2000[illegible]4[illegible]1[illegible]

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2008[illegible]8[illegible]2400[illegible]10[illegible]1500[illegible]1400[illegible]2[illegible]900[illegible]40%[illegible]10[illegible]4[illegible]90%[illegible]

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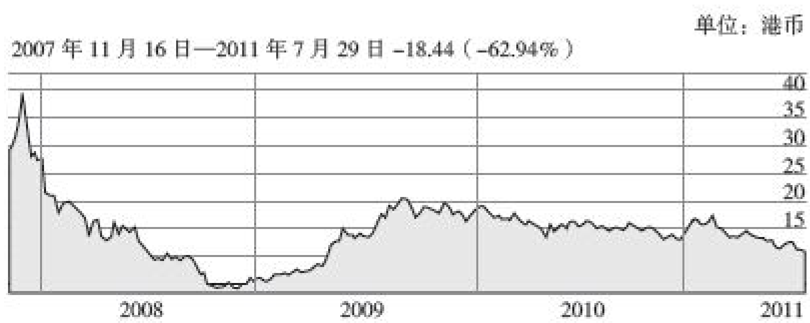
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阿里 B2B 上市与退市股价全程走势图



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[illegible]“Silicon Valley Venture Capitalist Confidence Index”[illegible]2008[illegible]20[illegible]2.77[illegible]2008[illegible]IPO[illegible]6[illegible]1977[illegible]30[illegible]2008[illegible]2008[illegible]40[illegible]IPO[illegible]

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阿里巴巴与雅虎管理层变动（2007—2012）

时间＼公司	阿里巴巴	雅虎
2007年	12月，多位高管离职（COO李琪、CTO吴炯、副总裁孙彤宇、副总裁李旭晖）	6月，杨致远出任CEO
2008年		11月，杨致远卸任CEO
2009年	8月，王帅出任中国雅虎总经理	1月，巴茨出任CEO
2010年		
2011年	4月，CEO卫哲、COO李旭晖离职	9月，巴茨被解雇
2012年		1月，杨致远辞去所有职务，斯考特·汤普森出任CEO

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2011[illegible]“[illegible]”[illegible]“[illegible]‘[illegible]=[illegible]’[illegible]‘[illegible]’[illegible]”

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2012[illegible]PC[illegible]PC[illegible]

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[illegible]one company[illegible]

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当下流行和交织在一起的三种思维模式、三套话语体系

项目 \ 三种思维模式	信息化思维	互联网思维	网络空间思维
简称	e 思维	i 思维	c 思维
思维导向	技术导向	产业导向	空间导向
主要内容	设备之间互联	人与人互联	大数据互联一切
主要特性	信息化、网络化	社会化、自组织	有机化、智能化
三个不同视角	传统信息化（工具）	互联网（局部）	网络空间（整体）
主导空间	线下主导（Offline）	纯线上模式（Online）	线上驱动线下（O2O）
商业模式特性	重重力	零重力	零驱动重重重力
创新模式	渐进式创新	颠覆式创新	融合式创新
应用重点	上网与连接	构建关系、自组织	大数据
适用领域	传统领域	纯互联网领域	所有领域
典型案例	银行等信息化	互联网公司	3.0 新型公司
农业	农村信息化	网上买农产品	网络空间的农业体系
工业	工业信息化	网上买产品	网络空间的工业体系
服务业	服务信息化	网上提供服务	网络空间的服务体系

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[illegible]Cyberspace[illegible]Internet[illegible]Cyberspace Age[illegible]Internet Age[illegible]Cyberspace Thinking Way[illegible]Internet Thinking Way[illegible]Cyberspace Leadership[illegible]Internet Leadership[illegible]

[illegible]Internet Age[illegible]Cyberspace Age[illegible]

阿里发展的三个阶段

项目 \ 发展阶段	第一阶段	第二阶段	第三阶段
思维模式	信息化思维	互联网思维	网络空间思维
思维阶段	e 思维阶段	i 思维阶段	c 思维阶段
业务重点	B2B、C2C	支付宝、余额宝	云计算、大数据
公司定位	电子商务公司	电子商务基础服务	网络时代基础服务
大致时间	1999—2005	2005—2013	2013 年—未来 5 ～ 10 年

网络空间特性和内涵

维　度	五大特性	对应的主要内涵和能力
物质属性	虚拟性	全新的信息神经系统
控制程度	自由性	非权力影响力主导
运行速度	即时性	实时互动为基础的有机化
范围范畴	全球性	组织边界的透明化和全球化
相互关系	复杂性	驾驭各类复杂关系和事件

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项　目 \ 三种思维	传统思维	互联网思维	网络空间思维
对应空间	现实空间	局部空间	网络空间
对应时代	工业时代	过渡阶段	网络时代
适用行业	传统行业	纯互联网服务业	各行各业
传统与网络关系	或的关系（对立）	或的关系（对立）	与的关系（融合）

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三个层面网络空间领导力

三层次	三大层面	三类领导力	核心要点
微观	个体	个体领导力	感召力和说服力
中观	组织	组织领导力	吸引力和动员力
宏观	国家	国家领导力	同化力和凝聚力

项目 \ 三种领导力	传统领导力	网络空间领导力（狭义）	网络空间领导力（广义）
对应空间	现实空间	网络空间	双重空间
主导影响力	权力性影响力	非权力性影响力	双重影响力
领导力特性	自上而下集中控制式	自下而上开放自组织式	双重模式

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领导力五力模型在现实空间与网络空间的应对要点

领导力五力	现实空间	网络空间
前瞻力	行业性为主的前瞻性	时代趋势的前瞻性
感召力	公司内部为主的感召力	上下游产业链的感召力
影响力	企业利益相关方的影响力	无边界泛客户的动员能力
决断力	内部决策的决断力	复杂网络空间的决断力
控制力	内部流程和管理的控制	全球性、有机性的驾驭能力

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网络空间思维的企业特性

层　次	特　性
领导人	个性化（有独特理念，富有感召力，善于驾驭复杂性）
企业形象	社会化（消除企业边界，外界充分的认同感和参与感）
业务流程	有机化（实时动态的大数据驱动一切）
客户关系	直接化（形成大规模实时互动关系）
产品	人性化（人格化的亲和力，永远在改进的β版*）

* 即测试版（Beta 版）。

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网络空间思维的国家特性

层　次	特　性
领导人	去权力化，个性化，网络亲和力，更强大的认同感
国家形象	符合互联网精神，新锐的国际形象，进取的国家愿景
政府机构	去权力化，社会化，政府越来越成为看不见的手
大众	民众的认同感，强有力的社会动员能力
外交	网络空间时代的公共外交，多层级的社会化
治理	网络空间时代的社会化治理体系，多利益相关方共治模式

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[illegible]

[illegible]eBay[illegible]Facebook[illegible]

[illegible]102[illegible]

[illegible]“[illegible]”[illegible]

网络空间支撑系统	人体比喻	对应功能
云计算	肌体系统	新的基础设施
大数据	神经系统	新的信息系统
互联网金融	血液系统	新的能量系统
平台和操作系统	大脑系统	新的操作系统
物流系统	肌肤系统	两个空间的接口

2012[illegible]“[illegible]”[illegible]

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Facebook[illegible]IPO[illegible]4000[illegible]5000[illegible]6000[illegible]

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[illegible]

[illegible]

[illegible]

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[illegible]

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16[illegible]32%[illegible]5[illegible]10%[illegible]
[illegible]5[illegible]10%[illegible]5000[illegible]5%[illegible]

“[illegible]”[illegible]10[illegible]

“[illegible]”[illegible]“[illegible]”[illegible]
[illegible]“[illegible]”[illegible]“[illegible]”“[illegible]”“[illegible]”[illegible]
[illegible]

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CSN[illegible]

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B2B[illegible]B2C[illegible]C2C[illegible]
[illegible]

[illegible]

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[illegible]IT[illegible]

[illegible]

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[illegible]2000[illegible]10[illegible]2.5[illegible]PC[illegible]PC[illegible]10[illegible]

[illegible]“[illegible]”[illegible]

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[illegible]8[illegible]

[illegible]863[illegible]985[illegible]IT[illegible]360[illegible]IT[illegible]

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[illegible]5[illegible]10[illegible]

[illegible]“[illegible]”[illegible]

[illegible]PC[illegible]

[illegible]360[illegible]

[illegible]

[illegible]——[illegible]

[illegible]2013[illegible]3[illegible]7[illegible]CEO[illegible]

[illegible]2013[illegible]25[illegible]“[illegible]”[illegible]“[illegible]
[illegible]”[illegible]CEO[illegible]“[illegible]
[illegible]”

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[illegible]60%[illegible]
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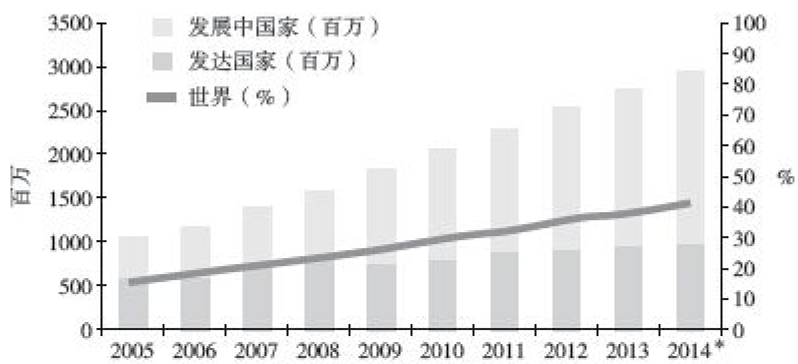
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[illegible]BAT[illegible]
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[illegible]

2014[illegible]10[illegible]16[illegible]
[illegible]

[illegible]1.[illegible]2.[illegible]
[illegible]

国际电信联盟 2014 年 5 月统计的数据



注：* 估算

来源：国际电信联盟（ITU）/ICT 指标数据库

全球主要国家网民与潜在网民数量

单位：亿

<table>
<tr><th>区域市场</th><th>国　家</th><th>人　口</th><th>网　民</th><th>待网人口</th></tr>
<tr><td>美国</td><td>——</td><td>3.18</td><td>2.54</td><td>0.64</td></tr>
<tr><td rowspan="6">欧洲</td><td>英国</td><td>0.64</td><td>0.55</td><td>0.09</td></tr>
<tr><td>德国</td><td>0.81</td><td>0.68</td><td>0.13</td></tr>
<tr><td>法国</td><td>0.66</td><td>0.54</td><td>0.12</td></tr>
<tr><td>意大利</td><td>0.60</td><td>0.36</td><td>0.24</td></tr>
<tr><td>俄罗斯</td><td>1.42</td><td>0.76</td><td>0.66</td></tr>
<tr><td>欧洲总人口</td><td>7.26，其余 3.13</td><td>5.45</td><td>1.82</td></tr>
<tr><td rowspan="7">金砖（BRICs）
+薄荷（MINT）</td><td rowspan="3">金砖 3 国
（除中国、俄国）</td><td>巴西：2.03</td><td>0.99</td><td rowspan="3">11.56</td></tr>
<tr><td>印度：12.61</td><td>2.43</td></tr>
<tr><td>南非：0.54</td><td>0.20</td></tr>
<tr><td rowspan="4">薄荷 4 国</td><td>墨西哥：1.20</td><td>0.44</td><td rowspan="4">4.54</td></tr>
<tr><td>印度尼西亚：2.52</td><td>0.38</td></tr>
<tr><td>尼日利亚：1.79</td><td>0.56</td></tr>
<tr><td>土耳其：0.77</td><td>0.36</td></tr>
</table>

续表

区域市场	国　家	人　口	网　民	待网人口
围绕中国周边	日本	1.27	1.01	0.26
	韩国	0.50	0.41	0.09
其余（其余地区）	除了中美欧以及日韩周边的其他国家与区域，包括众多第三世界国家，既有非洲贫穷国家，又有中东石油输出国组织内的富裕国家	≈ 24	≈ 12	≈ 12
中国	——	13.67	5.68	7.99

来源：维基百科，网民依据 2012 年底数据，人口依据 2013—2014 年间数据

走出去面对的五大市场概略分析

区域市场	市场成熟度	竞争程度	文化差异
美国	最成熟	对手多，竞争强	大
欧洲	成熟	对手弱，法制壁垒大	大
围绕中国周边	比较成熟	竞争激烈	小
ROW（其余地区）	不成熟	竞争比较激烈	中
中国	基本成熟	竞争不激烈	——

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[illegible]15[illegible]

[illegible]1.0[illegible]2.0[illegible]3.0[illegible]60[illegible]

[illegible]Cyberspace1.0[illegible]B2B[illegible]15[illegible]

[illegible]

时间阶段		主要业务	模式特征
第一阶段，e 思维——1.0：信息化与网络化	1999 年	B2B 业务	让商家、消费者都能登录网络，初步实现便捷化、网络化、国际化，突破一定的时间空间限制
	2001 年	诚信通	
	2003 年	淘宝网	
	2004 年	支付宝	
第二阶段，i 思维——2.0：将商品、信息的交换交流发挥到极致	2004 年	C2C 阿里旺旺	从消费者出发，冲淡商与民的界限，让商品的流通、货币的价值、消费者（用户）的驱动力都得到极大程度的优化提升，而且让商业成为引领经济社会发展的关键一环
	2007 年	易融通	
	2007 年	阿里妈妈（淘宝联盟）	
	2008 年	旺铺	
	2008 年	淘宝商城、天猫	
	2009 年	阿里云计算	
	2009 年	“双十一”	
	2010 年	速卖通	
	2011 年	一淘网、阿里云 OS	
	2011 年	阿里云 OS	
	2013 年	余额宝	
	2013 年	来往	
开启第三阶段，c 思维——3.0	2014 年	菜鸟网络、高德地图、优酷土豆、文化中国	全新的网络空间构筑全新的商业文明，全面模糊线上与线下的差异，向着大规模同时在线的时代潮流的“运筹帷幄”的目标出发，留给整个社会、国家、全球以无限想象力
	2014 年	蚂蚁金服、网商银行	
	2015 年	“三通一平”大舞台	
	……	……	

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]c[illegible]3.0[illegible]

[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]2014[illegible]3[illegible]31[illegible]2014[illegible]52%[illegible]525[illegible]2013[illegible]72%[illegible]2014[illegible]175%[illegible]2013[illegible]

[illegible]180[illegible]85%[illegible]

[illegible]“[illegible]5[illegible]10[illegible]”“[illegible]”

[illegible]Facebook[illegible]Facebook[illegible]80%[illegible]60%[illegible]2013[illegible]500[illegible]33%[illegible]

[illegible]2014[illegible]11Main.com[illegible]Lyft[illegible]TangoMe[illegible]ShopRunner[illegible]

eBay eBay

eBay 600

1/4

C2C eBay “ ”

“ ” ·

Kartik Hosanagar “

”

eBay “ ” PayPal

eBay eBay

eBay

“

” · Eric Bradlow “

IPO ” “

”

eBay eBay

eBay “

” “ ” “

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[illegible]10[illegible]28[illegible]2500[illegible]11[illegible]6[illegible]2800[illegible]——[illegible]GE[illegible]“[illegible]”[illegible]11[illegible]10[illegible]120[illegible]3000[illegible]3700[illegible]3/4[illegible]20%[illegible]

[illegible]6000[illegible]2012[illegible]8[illegible]21[illegible]6235[illegible]1999[illegible]6205.8[illegible]iPhone 6[illegible]3[illegible]3[illegible]5[illegible]

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——[illegible]

[illegible]200[illegible]

[illegible]

[illegible]6[illegible]

[illegible]6[illegible]30[illegible]6[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”

[illegible]20[illegible]

2013[illegible]6[illegible]6[illegible]10[illegible]

[illegible]73%[illegible]78%[illegible]75%[illegible]2013[illegible]6[illegible]1.65[illegible]27.9%[illegible]2012[illegible]35%[illegible]15.6%[illegible]

[illegible]

[illegible]6[illegible]80%[illegible]20%[illegible]6[illegible]80%[illegible]

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[illegible]6[illegible]

[illegible]7[illegible]PC[illegible]

[illegible]

2013[illegible]

[illegible]10[illegible]

[illegible]“[illegible]”[illegible]2013[illegible]2/3[illegible]65.1%[illegible]14.6%[illegible]11.6%[illegible]8.6%[illegible]100[illegible]

[illegible]

[illegible]10[illegible]13[illegible]“[illegible]”[illegible]3[illegible]5[illegible]100[illegible]7[illegible]100[illegible]1000[illegible]10[illegible]

[illegible]2012[illegible]7.11%[illegible]2014[illegible]9.11%[illegible]2016[illegible]4600[illegible]

[illegible]2013[illegible]85%[illegible]84%[illegible]500[illegible]2000[illegible]

[illegible]

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[illegible]

[illegible]“[illegible]”[illegible]2000[illegible]4[illegible]13[illegible]6800[illegible]300[illegible]2004[illegible]2[illegible]100[illegible]BAT[illegible]2005[illegible]1.09[illegible]200[illegible]

2007[illegible]2007[illegible]10[illegible]18[illegible]AOL[illegible]2000[illegible]eBay[illegible]518[illegible]393[illegible]371[illegible]2000[illegible]

[illegible]eBay[illegible]eBay[illegible]eBay[illegible]518[illegible]500[illegible]——[illegible]5[illegible]

[illegible]eBay[illegible]Myspace[illegible]Facebook[illegible]Web 2.0[illegible]Myspace[illegible]100[illegible]Facebook[illegible]1000[illegible]1000[illegible]

[illegible]7[illegible]2000[illegible]Facebook[illegible]eBay[illegible]

[illegible]

[illegible]5[illegible]10[illegible]5000[illegible]

从领军企业分布看高科技领域全球基本格局

2013年三季度排名	IT企业	2013年9月30日市值（亿美元）	2013年9月30日股价（美元）	2013年6月28日股价（美元）	三季度股价涨幅
1	苹果	4331.3	476.75	393.93	21.02%
2	谷歌	2917	875.91	880.37	–0.51%
3	微软	2772.2	33.28	34.3	–2.97%

续表

2013年三季度排名	IT企业	2013年9月30日市值（亿美元）	2013年9月30日股价（美元）	2013年6月28日股价（美元）	三季度股价涨幅
4	IBM	2028.5	185.18	190.16	-2.62%
5	三星电子	1665.3	1367000	1342000	1.86%
6	甲骨文	1511.7	33.17	30.59	8.43%
7	亚马逊	1428.4	312.64	277.69	12.59%
8	思科	1256.3	23.43	24.17	-3.06%
9	Facebook	1223.3	50.23	24.88	101.89%
10	高通	1154.8	67.32	60.77	10.78%
11	英特尔	1141.9	22.92	24	-4.50%
12	腾讯	974.6	406.8	304.2	33.73%
13	SAP	881.5	73.92	72.83	1.50%
14	台积电	879.5	16.96	17.82	-4.83%
15	eBay	722.3	55.8	51.72	7.89%
16	塔塔咨询	603	1927.8	1514.7	27.27%
17	百度	542.8	155.18	94.6	64.04%
18	EMC	531.9	25.56	23.53	8.63%
19	Priceline	520.6	1010.95	826.67	22.29%
20	埃森哲	473	73.64	71.96	2.33%
21	德州仪器	443.7	40.29	34.6	16.45%
22	ASML	437.8	98.76	79.11	24.84%
23	爱立信	430.6	13.35	11.28	18.35%
24	惠普	403.4	20.99	24.64	-14.81%
25	佳能	368.9	32	32.87	-2.65%

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[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]”[illegible]20[illegible]60[illegible]Martin Campbell-Kelly[illegible]1.[illegible]2.[illegible]3.[illegible]4.[illegible]IBM/360[illegible]

[illegible]1955[illegible]CUC[illegible]246[illegible]240[illegible]98%[illegible]1966[illegible]40300[illegible]28300[illegible]70%[illegible]12[illegible]5[illegible]1969[illegible]72000[illegible]46000[illegible]60%[illegible]1974[illegible]111840[illegible]50%[illegible]65040[illegible]7100[illegible]4500[illegible]4400[illegible]1/10[illegible]47[illegible]80[illegible]40[illegible]30[illegible]1968[illegible]2800[illegible]20[illegible]70[illegible]PC[illegible]20[illegible]90[illegible]

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[illegible] B2B [illegible] 2007 [illegible] C2C [illegible] C2C [illegible] eBay [illegible] C2C [illegible]

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2500[illegible]

[illegible]3[illegible]10[illegible]2005[illegible]2[illegible]18[illegible]19.5%[illegible]30[illegible]50[illegible]2005[illegible]8[illegible]6[illegible]50[illegible]

2007[illegible]11[illegible]31[illegible]200[illegible]

2009[illegible]9[illegible]8[illegible]130[illegible]300[illegible]eBay[illegible]

2010[illegible]10[illegible]20[illegible]500[illegible]

2011[illegible]5[illegible]500[illegible]4000[illegible]

2012[illegible]5000[illegible]700[illegible]

[illegible]10[illegible]50[illegible]5[illegible]50[illegible]500[illegible]6[illegible]

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23.[illegible]27[illegible]2014[illegible]10[illegible]

24.[illegible]8200[illegible]2004[illegible]2[illegible]21[illegible]http://tech.sina.com.cn/i/w/2004-02-21/1434295641.shtml

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28.[illegible]2011[illegible]4[illegible]25[illegible]http://www.ce.cn/macro/more/201104/25/t20110425_22382028.shtml

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31.[illegible]2011[illegible]5[illegible]3[illegible]http://tech.sina.com.cn/i/2011-05-03/17195475999_2.shtml

32.[illegible]“[illegible]”[illegible]21[illegible]2011[illegible]6[illegible]29[illegible]http://tech.sina.com.cn/i/2011-06-29/00525702399.shtml

33.[illegible]http://tech.sina.com.cn/i/2014-10-06/16259668960.shtml

34.[illegible]“[illegible]”[illegible] “[illegible]”[illegible]IT[illegible]2011[illegible]7[illegible]14[illegible]http://www.ittime.com.cn/index.php?m=content&c=index&a=show&catid=6&id=1637

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45.[illegible] [illegible]2014[illegible]5[illegible]9[illegible]http://www.p5w.net/money/lczh/201405/t20140509_590660.htm

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48.[illegible]3[illegible]2014[illegible]11[illegible]12[illegible]http://tech.sina.com.cn/i/2014-11-12/doc-iavxeafr4632506.shtml

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